

Name: Richard D Mauk Date: 03/17/2000  
 02:13:56 PM  
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## End Employee Comments Section

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## End Human Resources Comments Section

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Author: Timothy J Szerlong Composed: 02/29/2000  
 Last Editor: Richard D Mauk Last Modified:  
 03/17/2000

----- Forwarded by James P Ekdahl/ChubbMail on 03/18/03 02:46 PM -----  
 (Embedded image moved to file: pic15573.pcx) Competency Assessment  
 PA001  
 Contact Shared Services at 1-888-500-5999 if you need assistance completing  
 this form.

## Employee Information

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Name: Richard D Mauk Date: 01/24/2001  
 Branch: Des Moines  
 Pay Band: 6 Job Title: Branch Manager  
 Employee Updated Date: 02/09/2001

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Results Orientation Job Rating: 5 Employee Rating: 4

Results Orientation Job Rating: 5 Employee Rating: 4

Achieves results through accurate and timely decision-making according  
 to established standards and/or change processes that ensures Chubb's  
 reputation as a quality, service oriented and value-added organization.

Comments: Very results focussed. Has posted consistent production  
 component results. Still needs to produce a consistent record  
 of profit on the book.

Customer Focus Job Rating: 5 Employee Rating: 4

Customer Focus Job Rating: 5 Employee Rating: 4

Delivers quality products in a timely manner, meeting or exceeding  
 expectations.

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Comments: I feel our branch does a very good job in educating and providing our customers with a broad array of products and services. We deliver them for the most part in a timely manner.

Very engaged in the market. Has established very strong relationships in the territory with both producers and customers. Has shaped Chubb's reputation in Des Moines.

Teamwork            Job Rating:    5       Employee Rating:    3 full  
   proficiency

Teamwork            Job Rating:    5       Employee Rating:    3 full  
   proficiency

Works effectively with others to help create an open and supportive environment. Capitalizes on collaboration and diversity of thought to achieve Chubb's goals.

Comments: I try to work within the structure of the organization to get the support necessary for the branch to achieve its goals. Sometimes misunderstood in championing a position (can leave an impression as inflexible and argumentative). I encourage you to be more aware of managing relationships. Embrace the need to reflect an ability to balance the needs of the branch or territory with the broader needs of the organization.

Leadership            Job Rating:    5       Employee Rating:    2.5

Leadership            Job Rating:    5       Employee Rating:    2.5

Influences others to positively contribute to and support vision, values, diversity initiatives, and business strategies of Chubb.

Comments: Overall I think the Des Moines Branch results as well as the staff are respected within the organization. I feel proud of the staff we have attracted and are developing. True, but only part of what leadership is about. Externally, market leadership is apparent. Internally, champion branch issues and people with a greater receptiveness to alternatives to your vision. Be cautious of being insular. A branch manager's bottom line orientation, can be overplayed and thus can produce an instinctive need to protect the interests of the branch can hamper its progress, and the progress of the staff. There is no question, branches like DMO have to fight harder than they should for support---don't allow that frustration to knock you off balance in driving the issues.

Communication       Job Rating:    5       Employee Rating:    4

Communication       Job Rating:    5       Employee Rating:    4

Creates and sustains an environment in which information flows freely in

a clear, concise and direct manner.

Comments: I feel that those in the branch are fully aware of what are objectives are. I think they are also comfortable in providing constructive feedback to assist in the improvement of our operation.

Coaching/Developmental Job Rating: 5 Employee Rating: 4

Coaching/Developmental Job Rating: 5 Employee Rating: 4

Provides assistance to others through sharing expertise, providing constructive feedback and giving encouragement to help others better handle current and new tasks, develop confidence and competencies and deliver needed results.

Comments: My role in the branch requires constant coaching and developmental feedback. Many of our staff are new to Chubb or their job within the branch. As the branch has grown it has provided growth/career opportunity for those in the office. A big part of my job is to help them succeed at these new opportunities.

\*\*\*\* The following is currently hidden and is not being used in production  
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Global Perspective Job Rating: 5 Employee Rating:

Global Perspective Job Rating: 5 Employee Rating:

Global Perspective

Global Perspective

Text needs to be supplied by the compensation department.

Comments:

Branch Manager Domain  
Adm

Business Development Job Rating: 5 Employee Rating: 4.5 advanced  
proficiency

Business Development Job Rating: 5 Employee Rating: 4.5 advanced  
proficiency

Develops and maintains the mix of business which results in meeting or exceeding growth and profit goals.

Comments: During my tenure in DMO we have tried to capitalize on local opportunity. One example is Financial Institutions. I feel that we are achieving book which is balanced from a premium division standpoint and will provide the basis for longterm growth and profit.

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Excellent skills and consistent results in business development.

Financial Management Job Rating: 5 Employee Rating: 4  
 Financial Management Job Rating: 5 Employee Rating: 4

Manages all financial aspects of the business including planning, expenses, pricing, premium growth, profitability and income.

Comments: Des Moines is unique in size for a production office. We have developed work arounds to assist in our planning, budgeting and evaluation of results. It would be helpful if going forward Chubb systems would support a production office. The five year plan for Des Moines was developed and achieved under Rick's leadership. Growth continues on course. Need to ensure a consistent profit can be posted in the territory.

Operational Management Job Rating: 5 Employee Rating: 4  
 Operational Management Job Rating: 5 Employee Rating: 4

Leads and maintains continuous influence over a broad spectrum of business activities demonstrating depth and breadth of necessary skills and knowledge to meet/exceed goals.

Comments: Des Moines has consistently met its goals of production, expense management and a employer of choice in the Des Moines Market

Human Resources Job Rating: 5 Employee Rating: 4  
 Human Resources Job Rating: 5 Employee Rating: 4

Establishes and manages relationships with others that enable each individual and team(s) to maximize potential.

Comments: I have worked to improve zonal relationships to maximize our branch results. I work closely with my staff to achieve the maximum potential possible.

Job Rating: 5 Employee Rating:  
 Job Rating: 5 Employee Rating:

Comments:

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Does this Competency Assessment require Next Level approval? |-----|

| (\*) No |

| ( ) Yes |

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Does this Competency Assessment require Next Level approval? No

Does this Competency Assessment require any additional approvers? |-----|

| (\*) No |

| ( ) Yes |

|-----|

Does this Competency Assessment require any additional approvers? No

Please specify the number of additional approvers. |-----|

| ( ) 1 |

| ( ) 2 |

| ( ) 3 |

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Please specify the number of additional approvers.

Press this button to assign the additional approvers for this Competency Assessment.

Additional Approver 1:

Additional Approver 2:

Additional Approver 3:

Name: Timothy J Szerlong

Date: 03/04/2001

01:20:12 PM

Name:

Date:

Y

#### End Employee Comments Section

Name: Date:

Name: Date:

Name: Date:

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Name: Date:

Y

#### End Human Resources Comments Section

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Author: Timothy J Szerlong Composed: 01/24/2001

Last Editor: Timothy J Szerlong Last Modified:

03/04/2001

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(Embedded image moved to file: pic05097.pcx) Performance Review

PA00P2

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#### Employee Information

Name: Richard D Mauk

Date: 01/24/2001

Branch: Des Moines

Department: Adm

Job Title: Branch Manager

Pay Band: 6

Employee Updated Date: 02/09/2001

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